

**UNITED STATES MARINE CORPS**  
Command and Staff College  
2076 South Street  
Marine Corps Combat Development Command  
Quantico, Virginia 22134-5068

## ***Command and Staff College***

### ***Written and Oral Communications Guide***

**Approval Page**

**Academic Year 2005-06**

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# *Written and Oral Communications Guide*

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## **I. INTRODUCTION**

Academic year 2005-2006 is the pilot year for Marine Corps University's (MCU) implementation of its Quality Enhancement Plan titled: "Strengthening Leadership Through Enhancement of Communications Skills". Consequently, the Command and Staff College (CSC) has instituted major revisions in its programs for written and oral communication. CSC has established clear, concise standards (sometimes called rubrics) for written and oral communication. These standards are printed in this guide and included in the appropriate section. For each paper that you write this academic year, the faculty member will attach a copy of the standards with appropriate notation of how well the paper meets the four broad criteria in the guidelines. Faculty will also provide specific instruction concerning areas you need to improve. A similar procedure will be followed for oral presentations and briefings that you may give this year. Using standardized guidelines should assist you in improving your skills and also provide CSC with one tool for monitoring your improvement.

CSC has also changed the number and kinds of written work you will be assigned this year. The College has increased the number of papers to provide repeated exercise as one way to improve your writing. In addition, the Course Directors have created a variety of assignments so as to expand the range of your written work. For example, in each course you will write several one-page papers that help discipline your writing for conciseness. In the Culture and Inter-agency Course you will write a 5-6 page analytical essay that provides an opportunity for revision – one of the most effective methods for improving writing. In the Operational Art Course, you will write a joint campaign analysis paper that provides the opportunity for individual research. This wide range of assignments should help you develop into a versatile writer. In the very last paper you will be asked to write a self-assessment where you describe your progress over the course of the year. This last assignment will give you some sense of what you have accomplished during the year, while providing CSC important feedback to enable us to improve our writing program the following year.

The academic year will also provide opportunities for you to work on your oral communications skills. Beyond seminar contribution in all three core courses, most of the oral presentations will occur in the warfighting course during the practical application exercises. Sister service students will have some opportunity to present their service perspectives in seminar. In addition, the international officers will provide an overview of their countries' military capabilities and organization.

This guidebook contains sections on both written and oral communications. In addition, the guide includes five separate appendices with useful reference information. In these appendices you will find examples that illustrate the writing guidelines, sample formats for various military writing products, (both Marine Corps and Joint Staff) and a variety of references and suggestions concerning resources that may be useful for your research and writing. One final item not concerning format relates to the format for citations (footnotes/endnotes and bibliographies) used at CSC. CSC uses *The Chicago Manual of Style* and examples that illustrate this can be found in Diane Hacker, *A Writer's Reference*, 4th edition, pages 386-396. **Issued. No other format for citations is acceptable.**

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### II. THE WRITING PROGRAM

**Template for Evaluation Standards For Writing Assignments**

<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>
<b><u>Thesis and support of thesis</u></b>				
Substantial, clear thesis. Thesis strongly supported by argument and evidence. Supporting evidence is accurate.	Weak or poorly stated thesis. Thesis is less well supported by argument and evidence. Some inaccurate supporting evidence.			No thesis. Not adequately supported. Evidence is all inaccurate.
<b><u>Organization</u></b>				
Proper ordering of argument and evidence. Plan outlined and clear to reader. Plan is sustained throughout the paper.	Minor flaw in ordering of argument and evidence. Plan not clear to reader and/or not sustained throughout the paper.			Random ordering of argument and evidence. No plan.
<b><u>Style</u></b>				
Clear, easy to follow logic. Good flow between sentences and paragraphs. Precise and appropriate word choice.	Less clear and more difficult to follow logic. Inconsistency in the flow between sentences and paragraphs. Some problems with word choice.			Not clear, hard to follow. Poor flow or awkward transitions between sentences and paragraphs. Many incorrect/inappropriate word choices.
<b><u>Mechanics</u></b>				
Consistently correct grammar, punctuation, and spelling.	Occasional errors in grammar, punctuation, and spelling.			Frequent errors in grammar, punctuation, and spelling.

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## **“Some Practical Considerations For Writing Good Papers”**

By Janeen Klinger

A good place to begin thinking about practical considerations for writing good papers is to recognize explicitly that writing is difficult. In part, the difficulty is compounded by the modern age of communications. We are simply a less literate society in that we no longer routinely write letters in longhand or keep daily journals as people of earlier eras did. Rather, we are accustomed to the brusque and instantaneous communication of e-mail or the casual conversation of a telephone call. Consequently, we are all less comfortable and less practiced at composing formal written work.

Although writing may not come naturally to you, writing well is an important characteristic for effective leaders to cultivate. For one thing, writing is a tool you can use to help you think more clearly and logically. Seeing your ideas in writing –if only in an outline form--provides one mechanism for refining them. Moreover, good ideas expressed poorly do not have the same impact as good ideas expressed well. Richard Holbrooke made this point in an editorial commenting on the death of the well-known architect of American containment policy, George Kennan:

. . .Kennan’s career suggested that good writing and the study of history, both in short supply in the government, could really matter. No one in government ever wrote better than Kennan, and this was a critical component of his success; the same ideas expressed less cogently by others did not have the same impact.

Given the importance of writing for leadership, and despite the difficulty, there are some basic rules of thumb that can ease the process. First, before you begin writing you should start with a plan for the paper. This plan can be in the form of a rough outline that begins with the key point your paper will make (or thesis, see writing standards worksheet) along with a list of the kind of evidence you may need to substantiate your point. Seeing a basic outline provides

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your first chance to consider the most logical way to order your discussion. If you do not routinely jot down an outline before you start and choose, rather, to improvise as you go along, the paper is likely to read as a series of random points composed of paragraphs that could be strung together in any way and make the same amount of sense. Starting a paper without an outline is comparable to building a deck on your house without reference to any plan and merely beginning in an ad hoc way.

Producing the outline will help you achieve the second feature indispensable for a good paper—clear, coherent, logical organization (see writing standards worksheet). Once you have established such organization the paper almost writes itself. A logical organization can be created by a number of different strategies and the best strategy is often shaped by the topic of the paper. For example, if you are writing a paper that compares the two world wars of the twentieth century it makes sense to order your discussion chronologically and begin with World War I. Another obvious way to organize your paper is by arranging the points in order of importance and discussing your most important point first. One good practice that can clarify your logic for your paper's organization is to include in your first or second paragraph an explicit statement that outlines the plan for your reader. (See Appendix A example 1.) You might think of this blueprint you provide the reader as a kind of shaping operation because it serves to shape the reader's expectation about how the paper will be organized. Because the reader's expectations have been shaped at the start of the paper, the subsequent discussion will automatically appear logical. Another benefit to beginning with a clear organization for the paper is that you are less likely to repeat points so that the good organization becomes, in effect, a labor saving device.

One problem that student writing often exhibits is the tendency to try to mimic a rather pretentious academic style that results in excessive wordiness. Such wordiness can detract from



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style as well as organization and the writer ends up obscuring rather than clarifying his thesis.

To avoid wordiness, a good editorial rule to keep in mind is that fewer words are better, and you need to strive to eliminate unnecessary words. A good example of a sentence containing unnecessary words is: “It is important to note that Dr. Klinger is well-educated.” A better construction eliminates the introductory phrase: “It is important to note. . . .” You might think of this editorial rule as the writer’s equivalent of a war-fighting precept to practice “economy of force.” Such an economy of force in writing has the advantage of improving clarity. Compare the following two sentences:

1. Modernization has resulted in the integration of individual national societies, which face problems that *can be solved in isolation with decreasing reliability*.
2. Modernization has resulted in the integration of individual national societies which face problems that *cannot be solved in isolation*.

The second sentence not only uses fewer words, the idea is clearer and less likely to be misread.

Because the papers you will write for this curriculum are analytical, writing style is a third area crucial for a successful product. Analytical writing, unlike creative writing or conversational English demands a more formal tone (see writing standards worksheet). Over-reliance on slang or colloquial expressions detracts from such a formal tone. Colloquial expressions can often undermine your credibility to the reader to the extent your style comes across as unsophisticated. In addition, use of slang or colloquial expressions run the risk of being misunderstood, especially if you are addressing an audience that does not speak English as a first language. *The Small Wars Manual* produced by the Marine Corps recognized this aspect of communication and instructed deployed Marines not to use slang like “gee whiz” or “golly” because such words cannot be easily translated. People in the military must consider another element for a writing style, which is to know when and where military jargon or modes of expression are appropriate. For example, the phrase (often used regarding stabilization

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operations) regarding the imperative to “dominate the human terrain” is easily understood by a military audience as meaning you need to win the support of the people. However, to a non-military audience such a phrase conjures up images of shackled prisoners with a pistol pointed at their heads.

Closely related to style is the issue of appropriate word choice. Words should be selected to convey a precise meaning and not leave the reader wondering about the reference. One glaring example where ambiguity is created in the mind of the reader is to begin a sentence with either “this” or “it.” Such constructions leave the reader confused about the very subject of the sentence. Precision also requires sensitivity to the fact that some words carry baggage that you may not intend. A classic case in point is the difference between accommodation and appeasement. Any diplomatic strategy that relies upon negotiation and concessions could accurately be described as either one of accommodation or appeasement, yet the latter term, because it conjures up the image of the Munich agreement with Hitler, might convey something you do not intend to your reader.

Two final suggestions may help you improve upon the papers you write. You should always manage your time in such a way that you have time to put the paper aside for a day or two and come back to it for a final proof-read. And it might help if for the final read, you read out loud because sometimes it is easier to *hear* mistakes than to recognize them by sight. Lastly, reading more as recreation (high quality literature, biographies and some non-specialized journals like *The Wilson Quarterly*) will assist you in developing an expanded vocabulary so that good writing becomes ingrained and habitual.

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## **A Note About Plagiarism**

Plagiarism is the crime of fraudulently passing off someone else's work as your own. Plagiarism can occur either inadvertently or deliberately. Inadvertent plagiarism occurs because a researcher is careless in his note taking process and neglects to differentiate between his ideas and those of sources he has read. Inadvertent plagiarism can be avoided if, when taking notes from a source, you use quotation marks (" ") and page numbers to note explicitly the work of others. Deliberate plagiarism involves acts like downloading a paper from the Internet or turning in a classmate's work with your name on it. **Either kind of plagiarism is a serious offense at CSC. Students have been asked to leave because of it and forfeited their MMS degree.**

## **III. ORAL COMMUNICATIONS**

Throughout the academic year, especially in the warfighting course, you may be responsible for preparing a briefing. As with the writing program, you will be evaluated on the basis of standard criteria and those criteria are quite similar to those used in the writing program. Your faculty member will provide feedback to you that will be based upon the attached form. Further guidance on giving a briefing can be found in the JEL under "CJCS Directives" (CJCSM 5712.01B, *Standards for Visual Aids Used in the Joint Staff*.)

Beyond the briefings you will give in class, some Command and Staff College students will introduce a visiting lecturer during the year. This event can be a useful learning experience in speaking to large (200+) audiences in a substantial auditorium. A few practical suggestions can be helpful:

- (1) Introductions should be brief, to the point, and informative.
- (2) The audience needs minimally to know the name of the speaker, his position, and a bit about his credentials. It is a good idea to state the name and rank/title of the speaker in the first sentence and in the last sentence spoken. You do not need to repeat verbatim every aspect of the speaker's bio.
- (3) People in the audience are there to hear the speaker, not you. Avoid talking about yourself, telling jokes, or retelling things that happened en route to the auditorium.

Students who sponsor international officers at the Command and Staff College customarily introduce their country presentations given in Breckinridge Hall. Although country presentations are lighter occasions than formal lectures or briefings, the same basic rules given above apply. Be short, simple, and to the point. Refer to the IMS's background, family (if present), and service background. Say how much you appreciate what he\she brings to the conference group, and then give him\her the floor.

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## **Command and Staff College Oral Communications Evaluation Form**

Name: \_\_\_\_\_

Topic: \_\_\_\_\_

Date: \_\_\_\_\_

Grading points for each element of evaluation of the presentation:

- 5 = Superior
- 4 = Excellent
- 3 = Good
- 2 = Needs Work
- 1 = Lacking

### Outline

Format	_____
Thesis statement	_____
Main Ideas	_____
Supporting Ideas	_____
Conclusion	_____

### Presentation:

Stated clear purpose	_____
Stated clear thesis	_____
Used appropriate doctrine and concepts	_____
Used correct and precise military terminology	_____
Used effective transitions	_____
Used effective and relevant examples	_____

### Delivery:

Supporting Material (References)	_____
Visual Aides	_____
Visual delivery (appearance, movement, posture, facial expression, eye contact)	_____
Audio delivery (volume, rate, pitch, articulation)	_____

Total points: \_\_\_\_\_

Seminar Leader comments:

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(Sample)

## **Command and Staff College Oral Communications Evaluation Form**

Name: Major Student  
Topic: Joint Planning  
Date: 12 Sep 2005

Grading points for each element of evaluation of the presentation:

- 5 = Superior
- 4 = Excellent
- 3 = Good
- 2 = Needs Work
- 1 = Lacking

### Outline

Format	___5___
Thesis statement	___4___
Main Ideas	___5___
Supporting Ideas	___4___
Conclusion	___5___

### Presentation:

Stated clear purpose	___5___
Stated clear thesis	___5___
Used appropriate doctrine and concepts	___4___
Used correct and precise military terminology	___4___
Used effective transitions	___4___
Used effective and relevant examples	___3___

### Delivery:

Supporting Material (References)	___5___
Visual Aides	___3___
Visual delivery (appearance, movement, posture, facial expression, eye contact)	___4___
Audio delivery (volume, rate, pitch, articulation)	___2___

Total points: \_\_\_62\_\_\_

Seminar Leader comments: Well-constructed and thoughtful outline, kept your focus and intent clear. It was difficult at times to understand the relationship between your examples and the ideas you were describing. Power point design was distracting because of too much imagery and wording. When speaking you need to project your voice louder and slow down because it was difficult to understand the meaning of what you were saying.

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## IV. APPENDICES

### Appendix A: Examples To Illustrate Writing Guidelines

Example 1: Thesis and Organization: Below are two different opening paragraphs for a paper that is to answer the question: What is the significance of Clausewitz's ideas?

A. Carl von Clausewitz is dead and we cannot read his mind. (*Weak thesis because it states the obvious.*) We can measure Clausewitz's contribution in two ways. First, the ideas presented in On War are more timeless than those presented by his contemporary, Antoine Henri Jomini. Second, Clausewitz continues to be read widely throughout the world and influenced leaders as diverse as Lenin and Mao. We might even say that Clausewitz's own criterion of "military genius" were in some sense autobiographical. (*Points made as "First" and "Second" might be the topics covered in the remainder of the paper but at this point the reader is not sure.*)

Carl von Clausewitz had a great impact on thinking about war, although that influence was felt more after his death than during his lifetime. Often wrongly accused of being a proponent of total war, his ideas have relevance for any age. (*A stronger thesis.*) This paper will examine the relevance of Clausewitz by discussing three aspects of On War. First, it will discuss the two definitions of war found in that book. Second, this paper will dissect Clausewitz's concept of absolute war. Finally, the paper will examine the summary history provided by Clausewitz to illustrate the value of his message. (*The points stated as "First", "Second" and "Finally" are clearly stated as the plan for the paper and the reader expects each to be elaborated upon to support the thesis that Clausewitz is often wrongly accused of being a proponent of total war.*)

Example 2: Thesis and support:

Thesis: "Airpower has never won a war" (*This is a strong, clear thesis, however, because it states an absolute "never," it is overly broad. Such a thesis will be difficult to support because if the writer only selects one or two examples to show that airpower "never" wins wars, the reader will wonder if the cases were selected to prove the thesis while other cases were ignored. To solve that problem by studying all cases of war that had an air component is likely to be too large a task for a single paper.*)

Alternate thesis that narrows the topic: "The Strategic Air Survey conducted during and after World War II revealed that aerial bombardment did not curtail German industrial capacity or weaken the will of the German's to continue the war."

Example 3: Style, good flow between paragraphs:

One can create logical flow between paragraphs by using a topic sentence that links the subject to the paragraph above it. Return to the essay, "Some Practical Considerations for Writing Good Papers." The topic sentence of the 5<sup>th</sup> paragraph (page 4) reads: "Producing the outline will help you achieve the second feature indispensable for a good paper – clear, coherent, logical organization". The sentence carries the point of the previous paragraph about outlines into the next subject of organization.

Good flow needs to be established by properly setting up the direct quotes included in the paper. Return again to the essay on writing at the beginning of this guide and notice how the Richard Holbooke quote is set up for the reader. The discussion would be disjointed if the passage had read:

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Moreover, good ideas expressed poorly do not have the same impact as good ideas expressed well:

. . . Kennan's career suggested that good writing and the study of history both in short supply in the government, could really matter.

### Example 4: Style, good flow between sentences:

An important starting point to insure that the paper has good flow between sentences is to begin with a topic sentence that genuinely prepares the reader for what will follow in the paragraph.

Good Topic Sentence and Flow: "World War I is often blamed on the balance of power, one of the most frequently used concepts in international politics. But this concept is also one of the most confusing. The term is loosely used to describe and justify all sorts of things. The 18<sup>th</sup> century British philosopher David Hume described the balance of power as a constant rule of prudent politics; but the 19<sup>th</sup> century British liberal Richard Cobden called it 'a chimera – an undescribed, indescribable, incomprehensible nothing.' Woodrow Wilson, the American president during World War I, thought that the balance of power was an evil principle because it encourages statesmen to treat nations like cheeses to be cut up for political convenience regardless of the concerns of their peoples."

Poor Topic Sentence and Flow: "What are we talking about here? To get at the reality of an insurgency on the ground, it must be broken down into manageable slices. The peculiarities of Philippine geography meant that individual islands delimited analytical entities. 'How is the war going?' could only be answered by looking at the sum of these entities."

### Example 5: Style, appropriate word choice:

The essay on writing noted one problematic word choice – the use of "this" or "it" as a subject for a sentence. Other very commonplace errors are the misuse of:

- its/it's
- to/too
- their/there

Other problems with word choice are very individualized, but some generalizations concerning the kinds of words to avoid are:

- slang (*Conditions in the trenches really sucked.*)
- colloquial expressions (*The USSR had gone along with [accepted] The UN role in The Congo because it assumed The UN would expel The Belgians.*)
- narrowly specialized jargon (military or academic)
- acronyms
- clichés or trite expressions (*Inadequate planning for Phase IV is now water under the bridge.*)
- use of first person (*I, me, my*). There are two reasons to avoid first person: (1) The reader assumes the paper is yours, and hence stating the fact is unnecessary. (2) Analytical writing aims to be dispassionate and objective, and use of first person tends to detract from objectivity.

Additional examples of inappropriate word choice can be found in Diane Hacker, *A Writer's Reference*, 4<sup>th</sup> edition, pages 125-160. **Issued.**

### Example 6: Mechanics:

For examples and description of problems in this last category see: Diane Hacker, *A Writer's Reference*, 4<sup>th</sup> edition, pages 161-214. **Issued.**

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## **Appendix F: Research Resources**

### **LIBRARY AND ARCHIVES RESOURCES**

Both the Marine Corps University (MCU) Library and the Marine Corps University Research Archives, located in the Alfred M. Gray Research Center, have significant printed and digital information that can directly assist Command and Staff College students. Both have professional Reference Librarians and Archivists available to help students locate information resources or archival documents either in-house or from other locations. The Library and Archives staffs can save students much time and effort in the initial period of focusing on specific research topics and can continue to provide support and assistance throughout the research and writing process.

#### **Marine Corps University Library**

The Library's collections of books, journals, and reports are selected for relevancy to the Marine Corps University's mission. In addition to a superb collection of expeditionary and amphibious warfare materials, the library also has exceptionally strong collections in the New Sciences, leadership, Civil War history, World War II, and general military science. The library includes approximately 160,000 volumes, 700 periodicals, and 120,000 microforms.

The Library has an extensive electronic outreach including access to commercial and government databases. The Reference Librarians also maintain files of useful Internet web sites and resources. The Library home pages located at <http://www.mcu.usmc.mil/MCRCweb/library.htm> provide a wide variety of links to military and non-military resources. The links are constantly being updated, and the librarians are always looking for new sites. Please check with the Reference Staff when you are looking for resources, and, if you find a new and interesting source, please let them know about it. Keep in mind that not all resources are electronic and you may be spending unnecessary time and effort surfing the web for information that is readily available in paper. The mission of the Reference Staff is to save you from wasting time and effort. Please take advantage of their services.

When books and periodicals are not available in the University Library collection, the library can usually borrow them from one of the thousands of US and Canadian libraries, which participate in an international Interlibrary Loan consortium.

The MCU Library has a cooperative borrowing agreement with the FBI Academy Library located on Marine Corps Base Quantico. Students at the Marine Corps University may check out materials from the Academy Library and vice versa. The Library also has a reciprocal borrowing agreement with The National Defense University, the Pentagon, the Joint Military Intelligence College, and the Center for Military History Libraries, enabling students to hand-carry Interlibrary Loan requests to and from these libraries. Students wishing to borrow materials from these libraries need to check with the staff of the MCU Library and get the proper paperwork BEFORE visiting one of the other libraries. The lending libraries retain the right to refuse to lend any item in their collection.



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## **The Marine Corps University Research Archives**

The Marine Corps University Research Archives was created in 1990 to preserve the official documents of the Marine Corps University, the personal papers of active duty and former Marines, and other historically valuable records that serve the research needs of Marine Corps University students and faculty. In 1991, it assumed an additional responsibility as the sole repository for all Marine Corps historical film, slides, and videotape, and in 1998, the Commandant directed the Marine Corps Historical Center to transfer all of its personal papers collections to our archives to facilitate their use by MCU and MCCDC staff, students, and faculty.

Currently the Archives maintain approximately eight million original documents and visual items in a 20,000 square foot, climate-controlled storage area in the Gray Research Center. Approximately 15,000 films and videos and 100,000 slides are located at the Visual Information Repository in the basement of Dunlap Hall. The Archives collections range from 1775 to the present and include important collections on the evolution of Amphibious Warfare, “small wars,” the Civil War, the World Wars, Korea, Vietnam, and the Gulf War. The personal papers collection, including the papers of most of the former Commandants as well as personal papers of Marines of every rank, allows researchers to see into the minds, experiences, and feelings of individual Marines throughout much of the life of the Corps. The Archives has recently begun a program to digitize key components of its collection and currently over 100,000 items have been scanned and stored. These items, as well as links to other valuable archival resources, are located on the Archives home page at <http://www.mcu.usmc.mil/MCRCWeb/Archive/default.htm>.

Although original documents or visual resources cannot be checked out of the Archives, the Archives staff can make copies of any materials they hold. This enables students to include copies of battlefield maps, operations orders, after action reports, letters, photos, slides, etc. as part of their papers. Even students researching a current topic would be well advised to contact the Archives during the initial part of their research, as very current or future oriented topics can be grounded in the history of past beliefs, practices, and studies. The University Archives provides a window into the thought processes and experiences of the Marine Corps throughout its history.

## **ARCHIVES, LIBRARIES, AND SOURCE MATERIALS**

The Washington, DC, Northern Virginia, and Maryland area is one of the richest areas in the nation for military researchers. In addition to the National Archives and the Library of Congress, the area is filled with many excellent collections at colleges and universities, government organizations, national and international research facilities and think tanks, the Pentagon and other military bases or organizations, and private collections.

### **Libraries in the Greater Washington Area**

Several adequate public libraries are nearby. The library at Northern Virginia Community College (NOVA) in Woodbridge is also available; the reader printer at NOVA can print copies of major newspaper articles from microfilm. The Prince William County Library in Manassas has a current index of *Washington Post* articles. The public libraries in Fairfax County,

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Arlington County, and Alexandria are very good, too, although none has specialized collections in military affairs and none compares with the research libraries discussed below. The library at George Mason University in Fairfax is small but growing. Students can obtain borrowing privileges there for \$25.

The Department of Defense has a number of good libraries in the Washington DC area. In particular, there is the old War Department Library that forms the core of the extensive Pentagon Library, the Navy Department Library at the Washington Navy Yard, and the Marine Corps Historical Center Library also at the Navy Yard. Unfortunately, these libraries are only open during working hours during the week. CSC students cannot borrow directly from any of these libraries but can photocopy from extensive periodical holdings, inspect books, and obtain citations for borrowing via inter-library loan through Gray Research Center librarians.

Major universities in the Washington, DC, area have extensive collections well worth consulting. Among these are the libraries at Georgetown University and George Washington University in Washington itself and the University of Maryland at College Park. The Library of Congress is in a class by itself and is open six days a week, including evenings on Mondays, Wednesdays, and Thursdays. There is no charge for using it, but researchers are required to obtain an identification card before going further. There is no access to its stacks and no borrowing. Researchers must wait for an hour or so for materials to be brought up. No appointment necessary.

The Lauinger Library at Georgetown University, by contrast, is an open-stack library open to the public. Bring a photo ID. It is open daily throughout the year (holidays apart). Command and Staff College students can obtain borrowing privileges for a year by becoming associates of the library (\$100 fee) or for four months by paying \$50. The telephone number is (202) 687-7607 for circulation.

The Gelman Library of the George Washington University is also an open-stack library but requires Government ID for admission by non-students. Located at 2130 H St., NW (within easy walking distance of the Foggy Bottom/GWU Metro stop), the Gelman Library is open from 0700 to 2400 on weekdays (2200 on Fridays) and from 0900 to 2200 on Saturdays and 0900 to 2400 on Sundays. Command and Staff College students who pay \$100 can become “supporters,” who can borrow up to ten books and renew by telephone. Their telephone number is (202) 994-6558.

For a small fee (\$50), students can borrow from the library at Mary Washington College in Fredericksburg.

With nearly 3 million volumes, more than 50,000 journal titles, and numerous special collections, the libraries at the University of Maryland represent one of the largest and most comprehensive research resources in the DC area. The stacks are open to the general public. To check out material, however, you would need to become a “Friend of the Library” with a \$100 minimum donation. Located in College Park, Maryland, the university can be reached via the Metro’s Green Line to the College Park station. A free shuttle bus is available to the campus. The University of Maryland campus is also the site of the National Archives II. For more information, write to Libraries, University of Maryland, College Park, MD 20742-7011 or phone (301) 405-0800.

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## **Archives in the Greater Washington Area**

If writing on an historical topic, including very recent events, students will probably consult archival materials. In April 1995, President Clinton signed an executive order that established new declassification guidelines that facilitate access to previously classified documents older than 25 years. Although many classified documents much older remain off limits due to their subject matter (weaponry, espionage, foreign governmental concerns, and other exceptions), the burden for keeping materials out of public hands now rests on the holders of the documents. As a result, the opportunities for research on post-1945 national security affairs are greater now than ever. The following archives in the greater Washington, DC, area contain primary sources of great value to a sustained study of any topic.

The **Marine Corps Historical Center** at Building 58 of the Navy Yard is open during the week and is a gold mine of information on USMC operations, including very recent ones. The staff includes historians who can offer specific information and guidance. Telephone is (202) 433-3837 [DSN 288].

The Navy Yard is also the home of the **Naval Historical Center**. Its **Operational Archives**, open Mondays to Fridays from 0900 to 1630 is the largest and most valuable repository of naval records for the post-World War Two era. Located in Building 57 opposite Leutze Park, the Operational Archives include substantial classified material but also a wealth of unclassified material that ranges well up to the present. The Operational Archives contains much recent material, including files of the immediate office of the CNO (the Double Zero files) and command histories from all the unified commands. The staff is very helpful to official researchers. There is limited photocopying. Official historians at the Center can discuss research and offer guidance for both archival and published sources. Telephone is (202) 433-3224 [DSN 288].

The **Center for Air Force History**, presently in temporary quarters at the Naval Air Station, Anacostia, Building 94, maintains a modest archive of oral histories (some classified) and Air Force documents. It is open weekdays, but students should call for an appointment and have clearances sent ahead. Telephone: (202) 404-2222 [DSN 754].

The Army's **Center of Military History (CMH)** located at Ft. McNair in Washington, DC contains a small library and archival materials, notably oral histories for the Vietnam and Persian Gulf Wars. In addition, CMH maintains an end-of-tour interview program within the Army Secretariat and Staff. CMH also holds photocopies of General William Westmoreland's papers. It is open weekdays, but researchers should make an appointment by calling the Operations Officer at (202) 504-5403 [DSN 285].

Another major source of Army history is the Army's **Military History Institute (MHI)** at Carlisle Barracks, Pennsylvania. The MHI is half a day's drive from the Washington area. The MHI offers an unparalleled repository of Army records encompassing warfighting from the Revolutionary War to the Persian Gulf War. The MHI holds more than eight *million* books, periodicals, manuscripts, photographs, and audio-visual materials that cover war in American history. Archival sources are especially strong in diaries, letters, personal papers, and oral histories of hundreds of prominent generals and tens of thousands of junior officers and enlisted

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personnel. Researchers can stay at Washington Hall, a century-old lodging within walking distance of the MHI. For general information and directions, telephone (717) 245-3971 [DSN 242]. The MHI is open from 1015 to 1630 during the week.

The **National Archives and Records Administrations (NARA)**, an independent federal agency that preserves and manages all federal records. NARA has two major facilities in the Washington, DC. National Archives I is located at 8<sup>th</sup> and Pennsylvania Ave., NW, Washington, DC 20408 and National Archive II, located adjacent to the University of Maryland at 8601 Adelphi Road, College Park, MD 20740-6001. The phone number for the former is (866) 272-6272 and the Military records textual reference desk at the latter can be reached at (301) 837-3510. Metro has stops for both sites, Archives station for Archives I and Prince George's Plaza, via Metro bus R3, for Archives II. Research hours for the Archives are generally, Monday and Wednesday 0845-1700, Tuesday, Thursday, and Friday 0845-2100; and Saturday 0845-1645. It is always a good idea to call ahead and do preliminary planning before going there to do research. For record group availability and procedures, check the NARA Internet site at [www.archives.gov/index.html](http://www.archives.gov/index.html).

The **Center for Naval Analyses (CNA)** in Alexandria maintains a collection of all its publications and is open to official researchers by appointment. Despite its name, CNA has published a lot on the USMC. Call Linda Harper at (703) 829-2121.

### **ANNOTATED LIST OF WEB SITES OF INTEREST**

#### **Using the Web**

The Internet offers access millions of documents and files on a vast range of topics. But to make maximum use of it, researchers must understand its strengths and weaknesses. To help make web exploration easier, the Student drive contains the text of a Strategic Studies Institute publication, "The Strategist and the Web." It is a valuable primer on exploiting the resources of the Worldwide Web for research at professional military schools. Its Appendix A provides the URLs (electronic addresses) for all the sites mentioned in the essay. Alternatively, look for SSI's "Strategic Hotlist" on the Strategic Outreach Program page at: <http://carlisle-www.army.mil/usassi/ssiouptp>.

Contemporary Conflicts – <http://www.cfcsc.dnd.ca/links/wars>

A directory of links to information covering more than 30 areas of conflict in the world. Although the pages suffer from the inevitable growing number of bad links from a page not regularly maintained, there are still enough live links to make this a useful resource for getting background and news on such areas as: Azerbaijan, Burma (Myanmar), Cuba – US, Diaoyutai Islands, Kashmir, Middle East, Kurdistan, Sierra Leone, and the Spratly Islands. Part of the Department of National Defence of Canada site that produces the Armed forces of the world.

Military History – <http://www.cfcsc.dnd.ca/links/milhist/index.html>

This well-organized and nearly comprehensive directory links to every aspect of world military history. It is searchable, and categorized by time period and by subject. Part of the War, Peace and Security Guide Web site, produced from the Canadian Forces College.

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GovBot – Search government Web sites – <http://eden.cs.umass.edu/Govbot>

Database of more than 800,000 Web pages from US Government and Military sites around the country. Contains easy to use Boolean search forms. One of the advantages of using GovBot is that it knocks out many irrelevant WWW sites since it only searches sites that have a .gov or .mil domain name.

Index to Military Periodicals – <http://www.dtic.mil/search97doc/aulimp/main.htm>

The Air University Library Index to Military Periodicals (AULIMP) is a searchable database of citations to “significant articles, news items, and editorials from English language military and aeronautical periodicals.” Full-text articles from ten of the journals indexed are available and the journal Web sites are linked in the citation. Updated quarterly. You can also browse by subject.

AJAX US & International Government Military, Intelligence & Law Enforcement Agency Access – <http://www.sagal.com/ajax/ajax.htm>

Comprehensive set of links to establishments of the United States and international military, police and intelligence community.

Armed forces of the world – <http://www.cfcsc.dnd.ca/links/milorg/index.html>

List, by country, of links to information available on the Internet, by the Department of National Defence of Canada.

Center for Defense Information – <http://www.cdi.org>

The Center for Defense Information is a private, non-governmental, military research organization, which acts as a watchdog over government spending in the defense arena. It espouses the notion that strong social, economic, political, and military components, along with a healthy environment, contribute equally to the nation’s security. Read news analyses and research reports on this vital subject area.

Documents in Military History –

<http://www.hillsdale.edu/dept/History/Documents/War/index.htm>

Primary source writings on a variety of military conflicts, wars, and battles from ancient times through the nineteenth century. Included are dispatches from military leaders, descriptions from eyewitnesses, letters, period newspaper, or magazine articles, and other sources.

Jane’s Information Group – <http://www.janes.com>

In 1898 Jane’s published the first edition of Jane’s Fighting Ships. Now they publish two dozen reference works (see your library) and track military and aerospace information worldwide.

Their Web site provides a useful selection of free samples and news briefs from their publications. Use the Sitemap to navigate. Highlights include: Defence, which currently provides a special feature on the Gulf crisis – a military-focused alternative to the major media coverage. Regional Assessment – security risk factors by country; Geo News Briefs – see Jane’s Intelligence Review, Police News Briefs – international coverage; and Transport News Briefs – airports, airlines, railways, urban, and high-speed marine.

Military History (E-HAWK) – <http://e-hawk.com>

Ancient to the present.

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Military Network – <http://www.military-network.com>

Links to the home pages of each branch of the US Armed Forces, the major military academies, and a broad range of military units (such as Navy Seals, Army Rangers, and Green Berets), US government bureaus, and military and civilian support services and organizations, a locator database for finding old military friends, and information on topics such as Agent Orange.

UN Peacekeeping Operations – <http://www.un.org/Depts/dpko>

Detailed information on current missions, accounts of past missions and the history of UN Peacekeeping, a record of fatalities, a database of international training opportunities, and information about careers in the peace keeping field are among the vast resources on available at this site.

### **THE LITERATURE REVIEW**

The first stage of any research is the literature search. A literature search involves surveying what others have written on the same topic or on topics close enough to be of interest. Those writing any paper begin by consulting the studies on the topic or similar topics already completed by Command and Staff College students. These papers provide important “leads,” both for sources and for ideas being debated. Beyond that preliminary stage, students check studies done at the Center for Naval Analyses (CNA), the Institute for Defense Analysis (IDA), and the Rand Corporation. Other essential studies are those done by the Congressional Research Service (CRS), the Brookings Institute, and a myriad of “think tanks” that study defense and foreign policy issues.

One method researchers use to situate themselves in a given debate is to read recent periodical literature. Depending on the nature of the topic, relevant articles may be those in the *Marine Corps Gazette* or the *Naval Institute Proceedings*. For other topics, the relevant periodical literature may be monthly or weekly magazines like *The Atlantic Monthly*, *The New Republic*, or *Commentary*. Some topics require researchers to consult academic or specialist quarterlies or bi-monthlies, such as *Orbis*, *Foreign Affairs*, *International Security*, or *The Journal of Strategic Studies*.

Especially valuable but easily overlooked sources are unpublished reports done for the relevant unified commands and for Marine Corps Headquarters. Because so many fine reports are researched, written, briefed, and filed without further attention, a lot of good staff work is forgotten. Some Command and Staff College students, unaware of what has been done, try to reinvent the wheel.

After selecting a topic, doing some preliminary reading, and preparing as much of a preliminary outline as possible, writers can compile a working bibliography. Writers develop a working bibliography simply by reading articles and books and checking out references and bibliographies. Footnotes are especially good guides, too. Student papers written in years past often provide helpful bibliographies.

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## **Appendix G: List of Professional Journals and Military Publications**

### ***The Air Force Comptroller***

Focus: To provide timely information to Air Force Financial Management and Comptroller personnel relating to mission accomplishment; to assist them in solving problems and improving efficiency of operation; to communicate new developments and techniques and to stimulate professional thought and development.

### ***Air Force Journal of Logistics***

Focus: “*The Air Force Journal of Logistics* provides an open forum for the presentation of issues, ideas, research, and information of concern to logisticians who plan, acquire, maintain, supply, transport, and provide supporting engineering and services for military aerospace forces.”

### ***The Air Force Law Review***

Focus: It is published semiannually by the Air Force Judge Advocate General School as a professional legal forum for articles of interest to military and civilian lawyers. *The Air Force Law Review* publishes articles, notes, comments, and book reviews. The Editorial Board encourages readers to submit manuscripts on any area of law or legal practice that may be of interest to judge advocates and military lawyers.

### ***The Air Land Sea Bulletin***

Focus: Published as a vehicle to “spread the word” on recent developments in service interoperability.

### ***Air Power History***

Focus: To preserve, perpetuate, and publish articles on the history and traditions of American aviation. This magazine was formerly entitled *Aerospace Historian*.

### ***Airpower Journal***

Focus: As the professional journal of the United States Air Force, *Airpower Journal* is designed to serve as an open forum for the presentation and stimulation of innovative thinking on military doctrine, strategy, tactics, force structure, readiness, and other matters of national defense.” Beginning with the Spring 1995 issue, coverage broadened to include articles dealing with strategy and policy issues.

### ***All Hands***

Focus: A general magazine published by the Naval Media Center.

### ***American Intelligence Journal***

Focus: “The journal publishes leadership views on policy, planning, systems and organizational issues.” This journal is subtitled “The Magazine for Intelligence Professionals.” It is distributed to government officials, members of Congress and their staffs, and universities and their libraries.

### ***Amphibious Warfare Review***

Focus: Amphibious Warfare.

### ***Armed Forces & Society***

Focus: An interdisciplinary journal. Publishes articles on military institutions, civil-military relations, arms control, peacemaking, and conflict management. International in scope.

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## ***Armed Forces Journal International***

Focus: A general military periodical dealing with military forces, industry and technology, the political-military relationship.

## ***Armor***

Focus: The professional development bulletin of the Armor Branch.

## ***Arms Control Today***

Focus: Published by the Arms Control Association, a “national membership organization dedicated to promoting public understanding and support for effective arms control policies.” Focus is on arms control proposals, negotiations and agreements, as well as general national security issues.

## ***Army***

Focus: A professional journal devoted to the advancement of the military arts and sciences and representing the interests of the US Army. Published by the Association of the United States Army.

## ***Army Aviation***

Focus: Official journal of the Army Aviation Association of America. Issues include feature articles, convention information, AAAA news and calendar, and a special focus section on subjects such as simulation or the Longbow Apache.

## ***The Army Lawyer***

Focus: Published monthly by The Judge Advocate General’s School for the official use of Army lawyers in the performance of their legal responsibilities.

## ***Army Logistician***

Focus: The professional bulletin of United States Army Logistics. The mission of Army Logistician “is to publish timely, authoritative information on Army and Defense logistics plans, programs, policies, operations, procedures, and doctrine for the benefit of all logistics personnel. Its purpose is to provide a forum for original, creative, innovative thought on logistics support.”

## ***Army RD&A Bulletin***

Focus: The purpose of this bulletin is to instruct members of the RD&A community about RD&A processes, procedures, techniques, and management philosophy and to disseminate other information pertinent to the professional development of this community.

## ***Army Reserve***

Focus: To disseminate complete and current information of interest to the Reserve Components to all Reserves and the Public.

## ***Asia-Pacific Defense Forum***

Focus: “A professional military journal published quarterly by the Combatant Commander of the United States Pacific Command to provide an international forum for military personnel of the Asian and Pacific areas.”

## ***Chips***

Focus: A quarterly publication of the Commanding Officer, Naval Computer and Telecommunications Command.



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## ***The Combat Edge***

Focus: Subtitled the “Air Combat Command Safety Magazine,” this publication focuses on air and ground safety.

## ***Command***

Focus: A Christian magazine for military personnel. Subtitled “Christian Perspectives on Life in the US Armed Forces.”

## ***Commandant’s Bulletin***

Focus: This bulletin is published by the US Coast Guard public affairs staff for members of the US Coast Guard.

## ***A Common Perspective***

Focus: Keeping the joint community better informed on joint doctrinal information and initiatives.

## ***Comparative Strategy***

Focus: Cosponsored by the National Institute for Public Policy and the Center for Security Studies, University of Hull, UK, this journal is “devoted to the elucidation of the principles and practice of grand strategy in the contemporary world. It is dedicated to a revitalization of contemporary strategic thought.”

## ***Defense Analysis***

Focus: An independent, interdisciplinary and international journal; concerned mainly with the field of defense theory and analysis. Scholarly in both content and style, the journal is also designed to be a “forum for exchange of data, ideas and methodological approaches among the professional military, their supporting bureaucracies and academic and independent researchers involved in the analysis of defense policy.”

## ***Defense Intelligence Journal***

Focus: The purpose of the journal is to “provide Joint Military Intelligence College (JMIC) students and other intelligence personnel with informed views and authoritative information from senior national, defense and intelligence leaders on policies and issues of current importance to defense intelligence; to make available to all intelligence personnel the academic research and other educational materials produced by the JMIC faculty and associates; to offer the students of the JMIC and other intelligence personnel the opportunity to publish their writings.”

## ***Diplomacy & Statecraft***

Focus: Articles in this journal focus on diplomatic history and international relations. Members of the editorial board include distinguished scholars from the UK, the US, and Canada.

## ***Diplomatic History***

Focus: Subtitled “The Journal of The Society for Historians of American Foreign Relations.” Includes review essays and a historiography section.

## ***The DISAM Journal of International Security Assistance Management***

Focus: *The Defense Institute of Security Assistance Management (DISAM) Journal* “serves as a channel for the exchange of ideas within the security assistance community.” It is not an official publication of the Department of Defense; it is a refereed journal.

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## ***Engineer***

Focus: This bulletin presents professional information designed to keep Army engineers informed of current and emerging developments within their areas of expertise for the purpose of enhancing their professional development.

## ***European Security***

Focus: A scholarly publication with a focus on security issues in Central, Eastern, and Western Europe.

## ***Field Artillery***

Focus: “A bimonthly professional bulletin for Redlegs.” “The purpose is to disseminate professional knowledge and furnish information as to the Field Artillery’s progress, development, and best use in campaign; to cultivate, with the other arms, a common understanding of the power and limitations of each; to foster a feeling of interdependence among the different arms....”

## ***The Fletcher Forum of World Affairs***

Focus: The journal examines legal, political, economic, and diplomatic aspects of international relations.

## ***The Historian***

Focus: *The Historian* is a publication of Phi Alpha Theta, International Honor Society in History. Its focus is not only European and North American history, but also African, Asian, Australian, and South American history. Articles are scholarly and refereed. Extensive book review section.

## ***Infantry***

Focus: A professional bulletin with information for the Infantryman.

## ***INSCOM Journal***

Focus: The unofficial information publication of the United States Army Intelligence and Security Command.

## ***Intelligence and National Security***

Focus: This scholarly journal features contributions from researchers and practitioners in the fields of history, intelligence, international relations, defense, and national security, and includes review articles as well as in-depth book reviews.

## ***International Defense Review***

Focus: General and technical articles on equipment, defense programs and markets, defense organization worldwide, and strategy and security issues.

## ***International Journal of Intelligence and CounterIntelligence***

Focus: A forum for articles on intelligence gathering, intelligence agencies, business and industrial intelligence, espionage, and the history of intelligence services. The editorial board includes former members of various intelligence agencies, as well as faculty at the Defense Intelligence College and the Naval Postgraduate School.

## ***Jane’s Intelligence Review***

Focus: The journal features a regional approach to intelligence, with reports on weapons and equipment as well as general topics.

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## ***Joint Force Quarterly***

Focus: “*Joint Force Quarterly* is published for the Chairman of the Joint Chiefs of Staff by the Institute for National Strategic Studies, National Defense University, to promote understanding of the integrated employment of land, sea, air, space, and special operations forces. The journal focuses on joint doctrine, coalition warfare, contingency planning, combat operations conducted by the unified commands, and joint force development.”

## ***The Journal of Conflict Studies***

Focus: This journal is dedicated to the publication of scholarly research in the field of low intensity conflict studies.

## ***Journal of Democracy***

Focus: A quarterly publication of the National Endowment for Democracy’s International Forum for Democratic Studies and the Johns Hopkins University Press. The journal “provides a forum for a wide range of extraordinary people who have been at the forefront of democratic struggle, practice, and thought.” It also publishes many of the world’s leading scholars in the field of democratic studies.

## ***Journal of Interamerican Studies and World Affairs***

Focus: This journal “publishes articles that deal primarily with contemporary US-Latin American relations, US foreign policy regarding Latin America, Latin American nations’ relations with each other and the rest of the world, and Latin American internal affairs when such have clear implications for US foreign policy. The editors also welcome from scholars and public figures worldwide articles about political, economic, cultural, and social aspects of Latin American interrelationships.”

## ***Journal of International Affairs***

Focus: First established in 1947, it is now the second oldest serial publication in the field of international relations. Recent journal themes have included the media, refugees, nationalism, and the environment. Contributors include such well known persons as Paul Volcker and Boutros Boutros-Ghali. A recent issue includes an article by Patrick Clawson, senior fellow at the Institute for National Strategic Studies.

## ***The Journal of Military History***

Focus: Published for the Society for Military History by the George C. Marshall Foundation and The Virginia Military Institute, the *JMH* is a scholarly journal. It includes an extensive book review section in addition to lengthy articles on all aspects of military history

## ***Journal of Peace Research***

Focus: The Journal of Peace Research “strives for a global focus on conflict and peacemaking. The JPR encourages a wide conception of peace, but focuses on the causes of violence and conflict resolution. Articles directed towards ways and means of promoting peace are favored.”

## ***Journal of Political and Military Sociology***

Focus: An independent international and interdisciplinary publication, loosely affiliated with the Political Sociology section of the American Sociological Association.

## ***The Journal of Social, Political and Economic Studies***

Focus: An international, scholarly journal, published by the Council for Social and Economic Studies, and featuring four to five lengthy articles per quarterly issue.

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## ***Journal of South Asian and Middle Eastern Studies***

Focus: The major objective of this journal is to provide a forum for scholars engaged in study of the modern Islamic and non-Islamic societies in South Asia, the Middle East, and North Africa. Special issues might focus on such topics as regional cooperation, religious and intellectual developments, engineering advances, and public works.

## ***The Journal of Strategic Studies***

Focus: Currently edited at The American University and at the University of Leeds, this journal is an international forum for articles on strategic studies.

## ***Leatherneck: Magazine of the Marines***

Focus: A monthly publication of the Marine Corps Association.

## ***Logistics Spectrum***

Focus: Published by The Society of Logistics Engineers, this journal “is intended to promote professional development and advances in logistics through examination and discussion of the latest technology, techniques, and professional issues in the field. “

## ***Low Intensity Conflict & Law Enforcement***

Focus: All aspects of low-intensity conflict, whether past or present, are studied in this journal, as well as such topics as peacekeeping, drug law enforcement, and urban unrest.

## ***Marine Corps Gazette***

Focus: The purpose of the *Gazette* is to provide a forum for open discussion and a free exchange of ideas relating to the US Marine Corps and military capabilities.

## ***Mediterranean Quarterly***

Focus: Subtitled A Journal of Global Issues, this journal “publishes analysis and commentary on important questions for the people and institutions of our time.” Despite the title, the journal is a forum for articles discussing issues in all parts of the globe.

## ***MHQ: The Quarterly Journal of Military History***

Focus: With contributing editors including Stephen Ambrose, Caleb Carr, David Chandler, John Keegan, Jay Luvaas, Williamson Murray and Ronald Spector, this hardbound quarterly journal is filled with 10-to-20-page articles related to most aspects of military history. Full-color illustrations enhance the whole.

## ***Middle East Journal***

Focus: The *Middle East Journal* is sponsored by the Middle East Institute, an organization whose aim is to foster American understanding of the Middle East, and through the Journal to present sound, informative, and unbiased information on the region.

## ***Middle East Policy***

Focus: Published by the Middle East Policy Council, this journal offers readers and authors a forum for viewpoints on recent developments that affect US-Middle East policy.

## ***Middle East Quarterly***

Focus: A publication of the Middle East Forum, which “works to define and promote American interests in the Middle East.”

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## ***Middle East Report***

Focus: The journal focuses on the political economy of the contemporary Middle East and popular struggles there. Frequent “theme” issues, such as revolution in Iran, or Algeria and Islam.

## ***Military History***

Focus: A general magazine for those who enjoy reading about military history and who are military historians.

## ***Military Intelligence***

Focus: *Military Intelligence* is a bulletin designed to disseminate material that will enhance the professional development of military intelligence specialists. Articles are by active-duty officers and military intelligence scholars and analysts.

## ***Military Law Review***

Focus: The *Review* offers a forum for those interested in military law to share the products of both their experience and their research. It is designed to be used by military attorneys in connection with their official duties. Frank discussion of relevant legislative, administrative, and judicial developments is encouraged.

## ***Military Medicine***

Focus: As the official journal of the Association of Military Surgeons of the United States, this journal’s objective is to “advance the knowledge of Federal Medicine by providing a forum for responsible discussion of common ideas and problems relevant to federal health care.” Its mission includes health care education, the facilitation of communication, and the dissemination of scientific information to its readers.

## ***Military Police***

Focus: The objectives of this bulletin are to inform and motivate, increase knowledge, improve performance, and provide a forum for the exchange of ideas. The bulletin contains information about military police functions in combat, combat support, combat service support, battlefield circulation control, area security, EPW, law and order, and rear operations.

## ***Military Psychology***

Focus: Includes research articles, notes, reviews, and communications that facilitate the scientific development of military psychology by encouraging communication between researchers and practitioners. Published by the American Psychological Association’s Military Psychology division.

## ***Military Review***

Focus: The *Review*’s mission is to “provide a forum for the open exchange of ideas on military affairs, to focus on concepts, doctrine and warfighting at the tactical and operational levels of war; and to support the education, training, doctrine development and integration missions of the Combined Arms Center and Command and General Staff College [of the US Army Command and General Staff College].”

## ***Minerva***

Focus: Subtitled “Quarterly Report on Women and the Military,” this journal features articles on the contributions of women to the Armed Services.

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## ***Mobility News Bulletin***

Focus: The Bulletin is a publication of the Mobility Concepts Agency, a multi-Service Organization sponsored by the Army Training and Doctrine Command (TRADOC), the Air Mobility Command (AMC), the Naval Doctrine Command (NDC), and the Marine Corps Combat Development Command (MCCDC). It is intended to act both as a means for the dissemination of current mobility information and as a forum for the discussion of new concepts and ideas about mobility.

## ***National Guard***

Focus: This magazine, sponsored by the National Guard Association of the United States, features articles on the contributions and concerns of National Guard units and members nationwide.

## ***Naval Aviation News***

Focus: The “Flagship Publication of Naval Aviation.”

## ***Naval History***

Focus: *Naval History* features both scholarly articles and first-person accounts relating to all aspects of our naval heritage.

## ***Naval Law Review***

Focus: Contains articles on legislative, administrative, and judicial developments in military and related fields of law.

## ***Naval Research Reviews***

Focus: Features articles about research conducted by the laboratories and contractors of the Office of Naval Research, and describes important naval experimental activities.

## ***Naval War College Review***

Focus: The *Review*, established in 1948, serves as a forum for discussion of public policy matters of interest to the maritime services.

## ***Navy Chaplain***

Focus: As the professional journal of the US Navy Chaplain Corps, *Navy Chaplain* is published to “inform the Chaplain Corps of Navy policies related to ministry, to promote the delivery of religious ministry and the free exercise of religion, to strengthen the spiritual well being of all personnel, to equip chaplains with regular reviews of selected resources, and to educate the Corps on contemporary themes of importance to ministry.”

## ***Navy Civil Engineer***

Focus: Intended to inform the regular and reserve personnel of the Civil Engineer Corps, United States Navy, and key civilian employees of NAVFAC, subordinate commands, and other mission-oriented activities.

## ***Navy Medicine***

Focus: Intended for Medical Department personnel, Navy Medicine contains professional information related to medicine, dentistry, and the allied health sciences.

## ***The Navy Supply Corps Newsletter***

Focus: This newsletter is published for dissemination to Navy Supply Corps Officers, supply E-9s and E-8s, and NAV-SUP GS-13s and above, and features both articles and news about Supply Corps activities, centers, challenges, and history.

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## ***The Officer***

Focus: Features articles of interest to reserve officers. Published by the Reserve Officers Association of the United States. Features the ROA National Security Report within each issue.

## ***Orbis***

Focus: Features articles bearing on contemporary international issues important to the US.

## ***Ordnance***

Focus: This bulletin is “designed to keep individuals within the Ordnance Corps knowledgeable of current and emerging developments within their areas of expertise.”

## ***Parameters***

Focus: *Parameters* is “The US Army’s Senior Professional Journal,” and as such offers a forum for “the expression of mature professional thought on the art and science of land warfare, joint and combined matters, national and international security affairs, military strategy, military leadership and management, military history, and military ethics.”

## ***Peacekeeping & International Relations***

Focus: An independent bimonthly journal that publishes both facts and opinions on all aspects of peacekeeping. It is written by experts in the theory and practice of peacekeeping, designed to be read by peacekeeping troops, United Nations officials, diplomats, politicians, and academics.

## ***Phalanx***

Focus: A bulletin for operations research professionals.

## ***Political Science Quarterly***

Focus: A nonpartisan journal devoted to the study of government, politics, and international affairs, PSQ is published by the Academy of Political Science.

## ***Presidential Studies Quarterly***

Focus: A publication of the Center for the Study of the Presidency. Each issue focuses on a theme, such as “The Bully Pulpit and the Reagan Presidency.”

## ***Program Manager***

Focus: Program Manager is the journal of the Defense Systems Management College. It acts as a vehicle for the transmission of information on policies, trends, events, and current thinking affecting program management and defense systems acquisition.

## ***The Reporter***

Focus: Articles on any area of the law, legal practice, or procedure that are of interest to members of The Judge Advocate General’s Department. A quarterly publication of the Judge Advocate General School for The Office of The Judge Advocate General, United States Air Force.

## ***Resource Management***

Focus: An official professional bulletin, published and sponsored by the Assistant Secretary of the Army for Financial Management and Comptroller, *RM* offers a forum for ideas on the art and science of resource management.

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## ***The RUSI Journal***

Focus: The RUSI Journal is a publication of The Royal United Services Institute for Defence Studies, a professional association dedicated to the study, analysis, and debate of both defense and international security issues.

## ***SAIS Review***

Focus: A publication of the Paul H. Nitze School of Advanced International Studies at the Johns Hopkins University. Subtitled “A Journal of International Affairs,” the *Review* strives to publish articles both prescient and profound.

## ***Sea Power***

Focus: As the official publication of the Navy League of the United States, *Sea Power* contains feature articles on a wide range of Navy and Marine Corps issues, both contemporary and historical. Articles on national defense, foreign policy, maritime, geopolitical, and oceanographic affairs are frequently published.

## ***Security Dialogue***

Focus: “A channel of communication between researchers and the users of research...seeking to provoke reflection through interregional dialogue on issues of global security.”

## ***Security Studies***

Focus: Conventional deterrence, the dynamics of new states and failing ones, the strategy of containment, premeditated war and inadvertent war, nuclear weapons and conventional, all of these topics and more are studied and debated by experts in the fields of international relations and security studies.

## ***Sentry***

Focus: As the magazine of the Naval Criminal Investigative Service, *Sentry* focuses on law enforcement and security.

## ***Signal***

Focus: A publication of the Armed Forces Communications and Electronics Association, this monthly journal specializes in articles on communications, information systems, C3I, communication networks, and related topics.

## ***Simulation & Gaming***

Focus: This journal focuses on issues of simulation, gaming, modeling, role-play, experiential learning, on the application of simulation and gaming in education, training, and research, and on interdisciplinary issues related to simulation and gaming.

## ***Small Wars & Insurgencies***

Focus: Low-intensity conflict, conflict studies, and worldwide regional insurgencies are the focus of this journal.

## ***Soldier of Fortune***

Focus: An eclectic mixture of reports from world “trouble” spots, personal reminiscences, and opinion pieces.

## ***Soldiers***

Focus: An official magazine of the United States Army, designed to inform the “Total Army with information on people, policies, operations, technical developments, trends and ideas of and about the Department of the Army.”



# ***Written and Oral Communications Guide***

## ***Special Warfare***

Focus: The bulletin's mission is to "promote the professional development of special-operations forces by providing a forum for the examination of...established doctrine and new ideas." It is an official publication of the United States Army John F. Kennedy Special Warfare Center and School, Ft Bragg, North Carolina.

## ***Strategic Review***

Focus: The journal, which is published in association with The Center for International Relations, Boston University, publishes papers concerned with national security. It is a forum for discussion of current, significant problems in the field of political-military relations.

## ***Studies in Conflict and Terrorism***

Focus: "To cast light on all conflicts, their motivations, and their forms as they are now being waged in varying degrees of intensity in different parts of the world."

## ***Survival***

Focus: A scholarly journal published by the International Institute for Strategic Studies. Articles focus on strategic and international studies.

## ***Third World Quarterly***

Focus: A scholarly journal featuring articles on contemporary issues and events relevant to emerging areas and the Third World.

## ***TRANSLOG***

Focus: An official bulletin of Headquarters, Military Traffic Management Command (MTMC). Features articles on transportation and transportation management systems and operations.

## ***Transportation Corps Professional Bulletin***

Focus: The Bulletin focuses on providing timely professional information to all US Army Transportation Corps personnel worldwide.

## ***United States Army Aviation Digest***

Focus: Features a wide range of articles on Army aviation issues, including logistics, simulation, safety, support, and history.

## ***United States Naval Institute Proceedings***

Focus: A forum for the sea services.

## ***USAF Weapons Review***

Focus: A publication of the Commandant, USAF Weapons School, 57th Wing.

## ***Vietnam***

Focus: The magazine features personal accounts and researched articles on all aspects of the Vietnamese conflict and US political and military involvement in Vietnam.

## ***The Washington Quarterly***

Focus: A scholarly publication of the Center for Strategic and International Studies. The Center's mission is "to advance the understanding of emerging world issues in the areas of international economics, politics, security, and business. It does so by providing a strategic perspective to decision makers that is integrative in nature, international in scope, anticipatory in its timing, and bipartisan in its approach."

# ***Written and Oral Communications Guide***

## ***Wings of Gold***

Focus: “The Voice of Naval Aviation Today and Tomorrow.” Published by the Association of Naval Aviation, *Wings of Gold* features articles on the vital roles of Navy, Marine Corps, and Coast Guard aviation.

## ***World Affairs***

Focus: The journal “presents articles which illuminate the issues involved in international relations, law, and organization, foreign policy, comparative politics, theory, and diplomatic history.”

## ***World Policy Journal***

Focus: A publication of the World Policy Institute of the New School for Social Research, the focus is on world and international politics.

## ***World Politics***

Focus: This journal, sponsored by Princeton University’s Center of International Studies, features articles relevant to problems in international relations and comparative politics.

## ***World War II***

Focus: Contains articles about the people, places, battles, and politics of the Second World War.